

Appendix C

Plan Operations

BAND OPERATIONS CHECKLIST

C-1. The band commander and his Operations NCO coordinate with supporting agencies to plan and execute individual missions. The primary tool for this coordination is a band operations checklist and its enclosures. This checklist offers an effective means to help ensure that band commitments are completely coordinated and that all agencies having input, particularly those concerned with transportation and security, are included in the coordination process. Use of a checklist of this type will: help to avoid double-booking, inform all supporting agencies concerned, ensure that the most efficient transportation means are used, and that sufficient planning has been made for security. It also forms the basis for the unit load list/plan as well as the band appendix to the OPCON's annex to the operations order. Though the sample checklist presented here covers most areas of concern to typical band operations, each band should develop a checklist tailored to meet its needs. This appendix also contains topics to be addressed by band Operations NCOs, and sample forms for their use. Figures C-1 and C-2 are sample Band Operations Checklist pages.

BAND OPERATIONS CHECKLIST									
Commitment									
Date		Time		Commitment					
OIC/NCOIC				Performance Group					
Formation Time			Load Time		Departure Time		Return Time		Approx. Travel Time
Travel Uniform		Performance Uniform		Meals Furnished <input type="checkbox"/> BREAKFAST <input type="checkbox"/> LUNCH <input type="checkbox"/> SUPPER	Cost to Bandmember \$ _____ \$ _____ \$ _____	Dressing Rooms (Male & Female) <input type="checkbox"/> Yes <input type="checkbox"/> No Location: _____		Case Storage Provided <input type="checkbox"/> Yes <input type="checkbox"/> No Location: _____	
Point of Contact									
POC (Name)					Phone (Business)			Phone (Home)	
Address					E-mail			Fax	
Loading Crew									
NCOIC					Equipment Needed (check if required)				
Loading Crew					<input type="checkbox"/> Stands <input type="checkbox"/> Chairs <input type="checkbox"/> Wind Clips <input type="checkbox"/> Lights <input type="checkbox"/> Power Source Available <input type="checkbox"/> _____ <input type="checkbox"/> PA System <input type="checkbox"/> _____ <input type="checkbox"/> Electrical Outlets				
Sequence of Events									
Event		Music				Remarks			
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
13.									
14.									
15.									
16.									
17.									
18.									
19.						Attending VIPs 1. 2. 3. 4. 5.			
20.									
21.									
22.									
23.									
24.						Anticipated Audience Size			
25.									
Inclement Weather Plan									
Page 1 of 2									

Figure C-1. Sample Band Operations Checklist (Page 1)

BAND OPERATIONS CHECKLIST					
Transportation					
Transportation Provided? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Vehicle			Driver		
Type	Quantity	Commercial	TMP/GSA	Unit	Name (if unit driver)
<input type="checkbox"/> Panel Truck	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> Panel Van	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> Passenger Van	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> 22 Passenger Bus	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> 44 Passenger Bus	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> Commercial Bus	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> Sedan	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/> Other	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Date Request Submitted				Date Request Verified	
Directions					
JAG					
Is the commitment legal and appropriate (i.e., admission free and open to public, no implied endorsements, etc.)? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Lodging					
Security					
Publicity					
Photo support provided? <input type="checkbox"/> Yes <input type="checkbox"/> No			Agency		
Printed programs? <input type="checkbox"/> Yes <input type="checkbox"/> No			Date info required	Sponsor	
Program information <input type="checkbox"/> Yes <input type="checkbox"/> No			Date sent	By	
Press release <input type="checkbox"/> Yes <input type="checkbox"/> No			Date sent	By	
Photo packet <input type="checkbox"/> Yes <input type="checkbox"/> No			Date sent	By	
After action letter/Certificate of appreciation to Sponsor? <input type="checkbox"/> Yes <input type="checkbox"/> No			Date sent	By	
After Action Review (AAR)					
1. Did the commitment begin on schedule?		<input type="checkbox"/> Yes <input type="checkbox"/> No		Remarks	
2. Was the commitment information accurate?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
3. Actual audience size:		_____			
4. Actual travel time:		_____			
5. Is future participation recommended?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
6. Were adequate meals provided?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
7. Were adequate quarters provided?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
8. Was adequate equipment provided?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
9. Was adequate transportation provided?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
10. Is an after action letter necessary?		<input type="checkbox"/> Yes <input type="checkbox"/> No			
Approval					
Prepared By		Date		Authenticated By	
				Date	
Page 2 of 2					

Figure C-2. Sample Band Operations Checklist (Page 2)

CHECKLIST ENCLOSURES

C-2. The enclosures to band operations checklist include, but are not limited to: stage layout, staging requirements list, sound reinforcement support package, press release packet, photo packet, and band member itinerary. With the exception of the last item (the band member itinerary), all enclosures are normally compiled prior to any contact with the supported unit or sponsor and may be used for other missions. While the checklist itself is self-explanatory, some clarification of the enclosures is necessary.

STAGE LAYOUT

C-3. Each sub-element of the unit requires its own number of chairs, number of music stands, number and types of risers (if used), seating arrangement, minimum stage dimensions, and sound reinforcement plan. This enclosure to the checklist is prepared by the sub-element leader and is simply a hand-drawn diagram that details the minimum equipment and space needed by each sub-element. It is used as a reference by operations personnel when contacting sponsoring agencies and by the sub-element when developing its load plan/load list. Figure C-3 is a sample stage layout diagram for a stage.

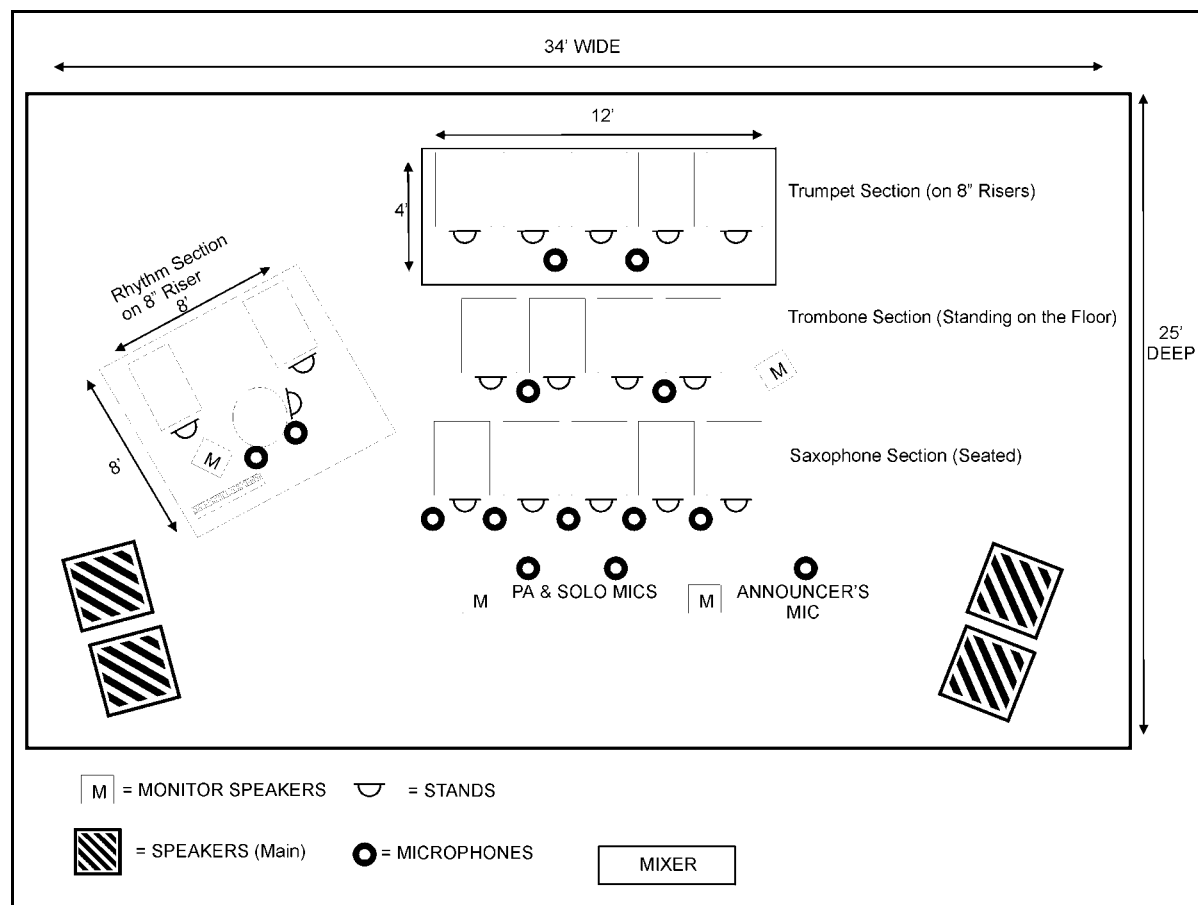


Figure C-3. Sample Stage Layout

STAGING REQUIREMENTS LIST

C-4. As with the stage layout diagram, a staging requirement list is prepared for each sub-element of the band. It is a narrative (rather than pictorial) representation of the minimum equipment, space, and support needed by the sub-element to successfully accomplish its mission. It is used in the same manner as the stage layout diagram; however, it is generally much more detailed. Figure C-4 is a sample staging requirement list.

<p style="text-align: center;">52D MECHANIZED DIVISION BAND STAGING REQUIREMENTS</p> <p>1. Stage Requirements</p> <ul style="list-style-type: none"> • Stage Size. A performing area which is a minimum of 34 feet wide by 25 feet deep. • Risers. The band will provide its own. • Seating. 19 chairs will be required: 18 on stage, and one for the mixer operator. • Stands. The band will provide its own. • Piano. The band will provide its own. • Podium. There is no requirement for a podium <p>2. Dressing Rooms. Separate dressing rooms with toilet facilities are required for the male and female soldiers.</p> <p>3. Lighting Requirements</p> <ul style="list-style-type: none"> • Stage Lights. Overhead stage lighting should be bright enough to read music without difficulty. • Footlights. Footlights are NOT desired. • Spotlights. (USE WHITE ONLY) If available, spotlights can be used on the announcer, soloists, and to acknowledge applause from the audience. • Ceiling Spots. If available, ceiling spots are desired. • Houselights. These should be dimmed or turned off during the performance. <p>NOTE: The supported unit/sponsor should provide operators for the light system.</p> <p>4. Audio System. For the best presentation of the stage band, an audio system of the highest quality is required. The band carries a portable audio system specially designed for this purpose. The band requires four electrical outlets (one for the sound system, and three for the electronic instruments), and uses 14 microphones. If there are any restrictions on the use of portable sound units, the band's tour director should be notified prior to the beginning of the tour.</p> <p>NOTE: The band will operate its own portable sound system.</p> <p>5. Additional Information. The band operations NCO of the 52d Mechanized Division Band will be in your area in advance of the concert date to complete arrangements for this performance by the stage band. All requirements will be discussed with you at that time. If questions arise prior to or following this visit, please feel free to contact the band at:</p> <p style="padding-left: 40px;">COMMANDER 52D MECHANIZED DIVISION BAND ATTN: OPERATIONS SECTION (555) 555-XXXX</p> <div style="border: 1px solid black; padding: 5px; margin-top: 20px;"> <p>NOTE: The requirements listed here are provided as an example only, and should be tailored to meet the needs of the specific performing ensemble. This example is for a stage band of 18 performing members and one soldier to run the sound mixer.</p> </div>

Figure C-4. Sample Stage Requirements List

SOUND REINFORCEMENT SUPPORT PACKAGE

C-5. Each performing element of the band has different sound reinforcement requirements. The sound reinforcement support package is a detailed narrative statement of the sub-element's needs. It is used to plan equipment requirements for the mission and to complete the load list/load plan. Figure C-5 is a sample sound reinforcement support package.

NOTE: The quantities and brand names shown in this Sample Sound Reinforcement Package are for training purposes only.

SOUND REINFORCEMENT SUPPORT PACKAGES

1. **Full System.** (Effective up to approximately 2,000 seat auditorium)
 - Eight speakers, full range. (4 ACME 1204s, 4 pr. ACME bass cabinets & HF horns.
 - Four monitor speakers.
 - Two ACME 1220 mixing consoles.
 - One custom processing rack. (Compression, equalization, and notch filtering.)
 - 250 ft. multi-purpose cable in spool rack.
 - Power amp rack.
 - 11 instrument microphones (ACME 650), two front feature microphones, one MC microphone - all with stands.
 - AG350-2 ACME recorder.
 - ACME PM-400B recording mixer.
 - Three intercom headsets.
 - Necessary cables.
2. **Modified System 1.** (Up to 1,500 seat auditorium.)
 - Four ACME speaker systems.
 - Four monitor speakers.
 - Two ACME 1220 mixers.
 - One custom processing rack. (Compression, equalization, and notch filtering.)
 - 250 ft. multi-purpose cable in spool rack.
 - Power amp rack.
 - 11 instrument microphones (ACME 650), two front feature microphones, and one MC microphone - all with stands.
 - Necessary cables.
3. **Modified System 2.** (Up to 500 seat auditorium.)
 - Four ACME 1204 speakers.
 - Four monitor speakers.
 - One ACME 1220 mixer.
 - One custom processing rack.
 - 250 ft. multi-purpose cable in spool rack.
 - Power amp rack.
 - 11 instrument microphones (ACME 650), two front feature microphones, and one MC microphone - all with stands.
4. **Skeletal Reinforcement System.**
 - Two ACME 1204 speakers.
 - Two monitor speakers.
 - ACME PM-400B mixer.
 - Power amp rack.
5. **Skeletal MC System.**
 - Two ACME 1204 speakers.
 - ACME PM-400B mixer.
 - Backup power amp.
 - One MC microphone.

Figure C-5. Sample Sound Reinforcement Support Package

PRESS RELEASE/PHOTO PACKET

C-6. This enclosure contains information concerning the unit's history, mission, composition, soloists, conductors, parent unit, and specific program notes. It also contains high-resolution photos and/or slides of the unit that are suitable for reproduction by print media. It may also contain posters that are provided to the supported unit or sponsor to aid in publicizing a specific performance. This enclosure to the checklist is developed in close coordination with the parent unit public affairs officer (PAO). The PAO has the expertise and knowledge to ensure that this packet meets both the parent unit's need and the professional level of work demanded by the media. Before any advertising and press releases are disseminated, consult organizational, installation, and area security analysts to make sure that release of the information or advertising band commitments would not adversely effect Operational Security (OPSEC).

BAND MEMBER ITINERARY

C-7. This enclosure is a simple method of ensuring that individual unit members are informed and are able to adequately prepare for commitments. Unlike other checklist enclosures, it is completed after coordination with the supported unit or sponsor and will usually contain information gleaned from several checklists. The length of the commitment determines the basic format for the itinerary. A local mission of short duration would predicate a copy of the checklist posted on the unit bulletin board, while a lengthy tour would require a day-to-day training schedule format. As with the other checklist enclosures, this is a matter for the commander to decide; however, experience shows that timely and accurate commitment information is a critical factor in band member morale.

UNIT RISK ASSESSMENT

C-8. FM 100-14 explains the principles and application of risk management in detail. Band commanders and leaders at all levels of the band will employ the three risk management principles to reduce potential hazards to their units, equipment, and soldiers.

- Integrate risk management into mission planning, preparation, and execution: identify hazards and controls early in the planning process.
- Make risk decisions at the appropriate level in the chain-of-command. The band commander should address risk guidance in leadership guidance for all subordinates.
- Accept no unnecessary risk. Accept risk only if the benefit outweighs the potential cost or loss. Boldness and force protection are both necessary for decisive victory: do not let one outweigh the other.

RISK MANAGEMENT PROCESS

C-9. The risk management process involves five steps.

- Identify the hazards.
- Assess the hazards.
- Develop controls and make risk decisions.
- Implement controls
- Supervise and evaluate.

SAMPLE RISK MANAGEMENT FORMS

C-10. Figure C-6 will assist band leaders to determine which hazards to risk manage. Figure C-7 will assist band leaders to determine risk levels for risk managed hazards. Figure C-8 provides a sample risk assessment worksheet.

DETERMINE WHICH HAZARDS TO RISK MANAGE		
	YES	NO
<u>SUPPORT</u> Is the support available (personnel, equipment, supplies, facilities) adequate to control the hazard?		
<u>STANDARDS</u> Is guidance or procedure adequately clear, practical, and specific to control the hazard?		
<u>TRAINING</u> Is training adequate to control the hazard?		
<u>LEADER</u> Are leaders ready, willing, and able to enforce standards required to control the hazard?		
<u>INDIVIDUAL</u> Is soldier performance sufficiently self-disciplined to control the hazard?		
<ul style="list-style-type: none"> ▪ If all answers are "yes", then no further action is required. ▪ If one or more answers are "no", then this hazard must be risk managed. 		

Figure C-6. Risk Management Hazard Determination Worksheet

INDIVIDUAL HAZARD RISK ASSESSMENT MATRIX					
Hazard Severity	Hazard Probability				
	Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	E	E	H	H	M
Critical	E	H	H	M	L
Marginal	H	M	M	L	L
Negligible	M	L	L	L	L

RISK LEVELS:

E Extremely High Risk - Loss of ability to accomplish the mission.

H High Risk - Significantly degrades mission capabilities in terms of required mission standard.

M Moderate Risk - Degrades mission capabilities in terms of required mission standards.

L Low Risk - Little or no impact on mission accomplishment.

NOTE: The matrix can be a useful tool, but it is not a replacement for a detailed and careful analysis.

Figure C-7. Individual Hazard Risk Assessment Matrix

RISK MANAGEMENT WORKSHEET					
Mission or Task		Date/Time Group Begin: End:		Date Prepared:	
Prepared By: (Rank, Last Name, Duty Position)					
Task	Identify Hazards	Assess Hazards	Develop Controls	Residual Risk	Implement Controls ("How To")
Overall risk level after controls are implemented (circle one)					
LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)					

Figure C-8. Risk Management Worksheet

NBC RISK ASSESSMENT

C-11. The process of performing a unit NBC vulnerability assessment is covered thoroughly in FM 3-14. Band commanders will incorporate NBC risk assessments as part of their risk analysis process to analyze the impact of NBC attack on their unit and its mission.

THREAT VULNERABILITY ASSESSMENT

C-12. The threat vulnerability assessment provides unit commanders with a tool to estimate the vulnerability of their units to enemy and terrorist threats. Army bands frequently perform in public, and before large audiences. Risk factors continually change throughout Army band missions. Factors such as location, unit activity, accommodations, and visits by VIPs require the threat vulnerability assessment to be continually updated, like all risk assessments. The threat vulnerability assessment includes a terrorist risk assessment. Threat vulnerability assessments are provided by the G2 (or equivalent staff agency) through coordination by both human intelligence (HUMINT) and counter intelligence (CI).

BAND INPUT TO AN OPERATIONS ORDER

C-13. The band commander may be tasked by the OPCON to provide input to a written or oral Operations Order (OPORD). This input will be provided in a format understood throughout the Army. The band commander's plan ensures the coordination, planning, and execution of the band's support to the overall operation. It addresses the five operational planning factors mentioned in Chapter Four. It provides a mission statement, addresses critical facts, provides centralization of mission, and allows decentralization of execution necessary to accomplish the mission. The following figures (Figures C-11 and C-12) are examples of a written band appendix to the OPCON's annex for an operations order. They follow the principles outlined in FM 101-5.

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APPENDIX 4 (Band) to ANNEX D (G-1) to OPERATIONS ORDER 91-52D Mech Div

REFERENCES: Map series V791, SWA, Sheet 1477 IV, 1:50,000

TIME ZONE USED THROUGHOUT THE ORDER: Zulu

1. SITUATION:

A. **Enemy Forces.** Annex A (Intelligence) to OPORD 91.B. **Friendly Forces.**

- (1) 1st Bde, 52d Mech Div (-CSB).
- (2) 2d Bde, 52d Mech Div (- 3d BN).
- (3) 52d Mech Div Color Guard.
- (4) 3d Bde, 52d Mech Div.

C. **Attachments and Detachments.** None.

2. **MISSION:** A 52d Mechanized Division review is scheduled for 011100Z Mar 03 at the Div Rear dispersal area (AD567899). The band will provide musical support consisting of pre-music, music for the ceremony, and a short concert immediately following the ceremony.

3. EXECUTION:

A. **Concept of Operation.**

(1) **Concept.** A rehearsal and site reconnaissance will be performed by the Band Operations NCO and a rehearsal team on 28 Feb 03. The full band will arrive at the site at H-45 minutes to verify the sequence of events, perform a final site inspection, and conduct warm-up/tuning.

(2) **Phases of Operation.** A rehearsal is scheduled for 281500Z Feb 03 at the Div Rear dispersal area (AD567899). The Band Operations NCO and a rehearsal team (bugler and drummer) will attend. Upon arrival, the band OPS NCO will meet with the G-3 OPS representative, and review the details previously coordinated with the band. The band OPS NCO will perform a site inspection. The band OPS NCO and rehearsal team will provide technical assistance, and simulate all music necessary to conduct the rehearsal.

Band arrives at the job site at H-45 minutes. Band Commander and Drum Major verify the sequence of events, perform a final site inspection, and prepare the band for the commitment.

Band arrives back at the band cantonment area at approx. 011600Z Mar 03.

B. **Sequence of Events.** See Tab B.

C. **Specific Taskings.** Marching band with appropriate equipment. The sponsor has requested the following special music for the Inspection: "Over the Top"

D. **Coordinating Instructions.**

- (1) **Routes.** Primary route and secondary route, as per strip map attached at Tab A.
- (2) **POC at Venue.** Primary POC is G-3 OPS. Alternate POC is G-3 OPS NCOIC.
- (3) **Other Coordinating Instructions.** This annex is effective for planning on receipt, and implementation on order.

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Figure C-9. Sample Band Input to an Operations Order (Page 1)

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4. COMBAT SERVICE SUPPORT:

A. Materiel and Services. Band is dependent upon 1st BN, 2d BDE, 52d Mech Div for messing support. Band is dependent upon 502d S&S BN for fueling support.

B. Transportation Support. 44 passenger bus with undercarriage storage, and commercial 5-ton enclosed cargo truck with hydraulic lift will be provided by the Division Transportation Officer.

C. Combat Health Support. Band is dependent upon the _____ Medical Company for medical treatment and evacuation support.

D. Religious Support. Religious support for the band members must be planned per soldier Constitutional requirements.

E. Personnel Support. None.

F. Civil/Military Cooperation. None.

G. Additional Security Concerns. See Annex A (Intelligence) to OPORD 91.

5. COMMAND AND SIGNAL:

A. Command. Command will be collocated enroute and on site.

B. Signal. CEOI index 101 in effect.

Tabs: A - Maps.

B - Band Operations Checklist.

J. J. SMITH
CW3, USA
Commanding

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Figure C-10. Sample Band Input to an Operations Order (Page 2)